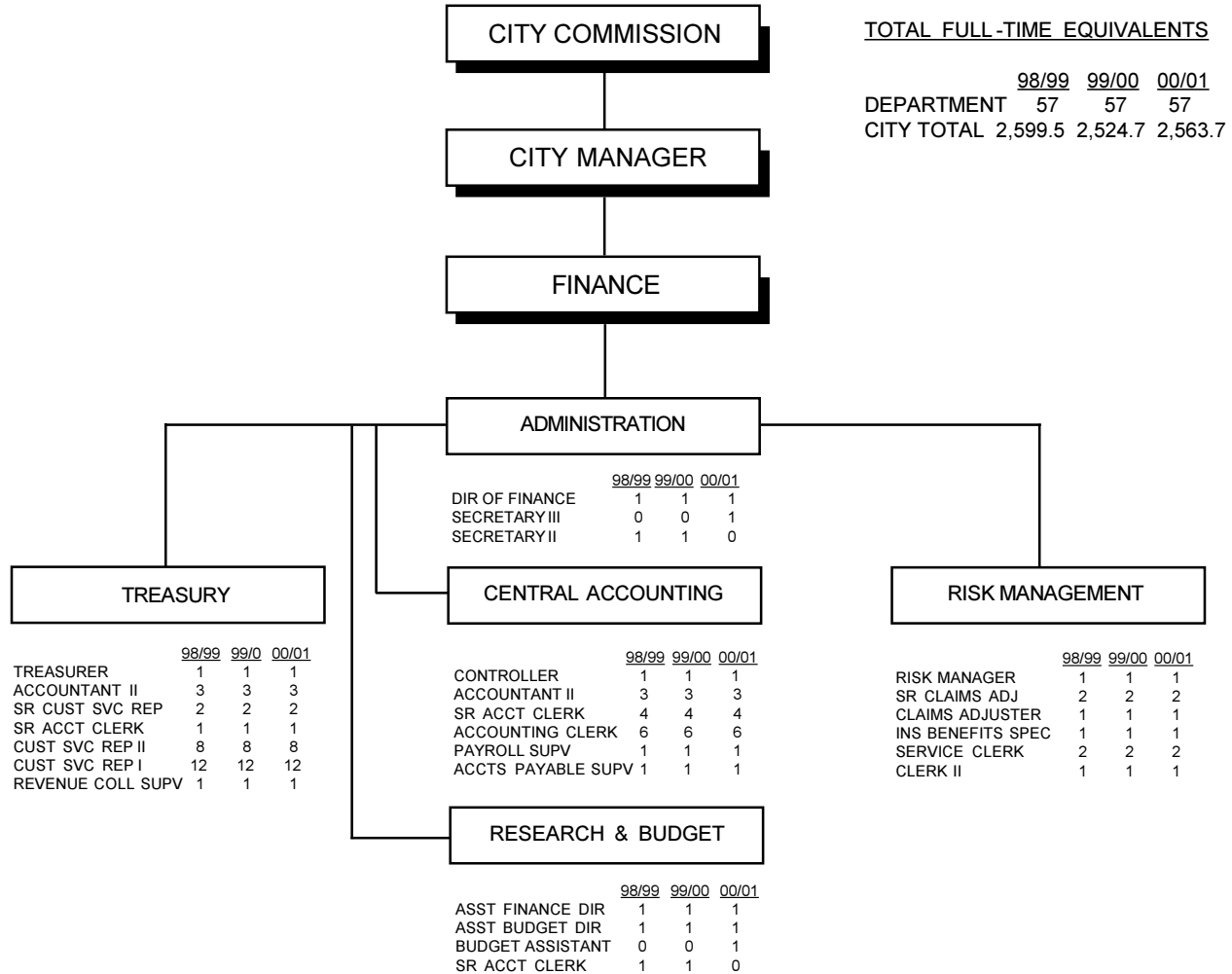


ORGANIZATION PLAN FINANCE



FINANCE DEPARTMENT

MISSION

Provide a sound financial foundation for all departments, enabling them to work in the best interests of our community, and instill the City's value system among our employees to foster innovative solutions, achieving an outstanding level of service at a reasonable cost.

FY 2000/2001 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 1998/1999	FY 1999/2000	FY 2000/2001
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$238,146	\$273,322	\$262,524
Total FTE's	2	2	2

1. Goal: Maintain the City's excellent bond ratings with Moody's Investors Service and Standard & Poor's Corporation.

Objective: a. Increase unreserved General Fund balance for the next two years to equal 7-10% of revenues.

<u>Selected Performance Measures</u>	FY 1998/1999 <u>Actuals</u>	FY 1999/2000 <u>Estimated</u>	FY 2000/2001 <u>Target</u>
Effectiveness:			
Moody's Bond Rating:			
General Obligation	Aa3	Aa2	Aa2
Excise Tax	A1	A1	A1
Water & Sewer	Aa2	Aa2	Aa2
Sanitation	N/A	A1	A1
Standard & Poor's Rating:			
General Obligation	AA	AA	AA
Excise	A+	A+	A+
Water & Sewer	AA-	AA-	AA-
General Fund Balance/Revenues	5 %	6 %	7 %
Fitch's Rating			
Sanitation	N/A	A1	A1

	FY 1998/1999	FY 1999/2000	FY 2000/2001
<u>DIVISION:</u> Central Accounting	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$953,025	\$959,591	\$949,920
Total FTE's	16	16	16

2. Goal: Disseminate financial information to the Commission, the public, bondholders, departments, employees and outside agencies in a timely and efficient manner.

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- Objectives:
- a. Process transactions through the centralized financial system.
 - b. Complete annual audit and preparation of the City's Comprehensive Annual Financial Report for submission to the City Commission on February 2001.
 - c. Prepare various internal and external financial reports including the State of Florida Annual Report due March 31, 2001.
 - d. Process bi-weekly, monthly, and special annual payrolls for the employees, retirees and beneficiaries.
 - e. Process vendor payments and non-expenditure disbursements.
 - f. Ensure that adequate controls are maintained for all disbursements of the City in both the payroll and accounts payable areas.
 - g. Implement a new Payroll/Personnel system.

<u>Selected Performance Measures</u>	FY 1998/1999 <u>Actuals</u>	FY 1999/2000 <u>Estimated</u>	FY 2000/2001 <u>Target</u>
Workloads/Outputs:			
Vendor Checks Issued	32,259	32,000	31,000
Invoices Processed	41,677	42,000	41,000
Payroll Checks/Direct Deposit	96,780	96,000	96,000
Financial Transactions	391,959	395,000	395,000
Efficiency:			
Invoices/4 FTE's	10,419	10,500	10,250
Employees on Direct Deposit	64 %	67 %	70 %
Retirees/Beneficiaries on Direct Deposit	78 %	80 %	85 %
Financial Transactions Interfaced	70 %	75 %	75 %
Journal Entries Automated	41 %	55 %	55 %
Effectiveness:			
Received GFOA Financial Reporting Award	Yes	Yes	Yes

	FY 1998/1999 <u>Actuals</u>	FY 1999/2000 <u>Estimated</u>	FY 2000/2001 <u>Adopted</u>
<u>DIVISION:</u> Risk Management			
Total Budget	\$1,016,282	\$1,058,864	\$1,203,462
Total FTE's	8	8	8

3. Goal: Protect the City's operating budget by minimizing the City's exposure to risk, accurate reserving/funding of incurred liabilities, and proper allocation/distribution of the cost of accidental losses.

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- Objectives:
- a. Develop renewed safety programs citywide, reducing loss.
 - b. Utilize an improved information management system to increase efficiency, and more accurately allocate costs.
 - c. Further reduce loss expectancy on property exposures by \$1 million dollars.
 - d. Further eliminate reserve liability through efficient disposition of claims.
 - e. Redesign employee benefits program to better serve all City employees, increasing quality and cost effectiveness.
 - f. Redesign the Wellness Program to comply with audit recommendations and improve its function.
 - g. Develop risk management reporting for use in loss/cost control efforts.
 - h. Reduce total cost of risk by realigning insurance policies and retention levels.
 - i. Streamline use of outside resources in brokerage and consulting.

<u>Selected Performance Measures</u>	FY 1998/1999 <u>Actuals</u>	FY 1999/2000 <u>Estimated</u>	FY 2000/2001 <u>Target</u>
Workloads/Outputs:			
Claims (Property & Casualty)	670	494	450
Workers' Compensation Claims	450	325	300
Customer Calls (Claims & Benefits)	35,000	37,500	37,000
Efficiency:			
New Liability Claims/2 FTE's	319	338	300
Effectiveness:			
Claims Settlement Rate (No Litigation)	98 %	98 %	98 %

	FY 1998/1999 <u>Actuals</u>	FY 1999/2000 <u>Estimated</u>	FY 2000/2001 <u>Adopted</u>
<u>DIVISION:</u> Treasury			
Total Budget	\$1,478,487	\$1,634,435	\$1,790,702
Total FTE's	28	28	28

4. Goal: Provide an outstanding level of customer service while generating, collecting and accounting for all revenues due to the City.

- Objectives:
- a. Assure sufficiency of working capital by making funds available as needed.
 - b. Maximize return on capital through the administration of an aggressive investment program.
 - c. Administer a cost effective and productive utility billing operation for the City.
 - d. Complete enhancements of existing billing systems to maximize collections.

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- e. Assist and train other departments in proper billing, revenue accounting and safeguards.
- f. Continue program of getting customers signed up for automatic utility billing payments.

<u>Selected Performance Measures</u>	FY 1998/1999 <u>Actuals</u>	FY 1999/2000 <u>Estimated</u>	FY 2000/2001 <u>Target</u>
Workloads/Outputs:			
Utility Accounts Billed	648,468	650,000	650,000
Utility Billing Work Orders	47,932	60,000	60,000
Automatic Utility Billing Payments	N/A	2,161	3,000
Efficiency:			
Utility Bills/23 FTE's	28,194	28,260	28,260
Reconciliations Performed Timely	100 %	100 %	100 %
Effectiveness:			
Difference in General Fund Revenue Estimates vs. Actuals	2.5 %	0.8 %	0.0 %

	FY 1998/1999 <u>Actuals</u>	FY 1999/2000 <u>Estimated</u>	FY 2000/2001 <u>Adopted</u>
<u>DIVISION:</u> Research and Budget			
Total Budget	\$265,423	\$268,194	\$265,104
Total FTE's	3	3	3

5. Goal: Facilitate and monitor the City's budget process and provide information for decision making to the City Management, City Commission, advisory boards, and taxpayers in order to produce a legally and politically acceptable balanced budget, that meets GFOA standards.

- Objectives:
- a. Coordinate budget preparation and review process and provide staff training.
 - b. Prepare the City's annual budget, furnish requested information to the public, and have the budget document published and available on the City's website by December 1, 2000.
 - c. Monitor budget expenditures and prepare expenditure and revenue projections.
 - d. Perform research and policy analysis.
 - e. Act as liaison to the Budget Advisory Board and provide staff support related to the funding of community groups for the Community Services Board and the Economic Development Advisory Board.
 - f. Implement a new payroll projection system to project salaries and benefits for the budget process.

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<u>Selected Performance Measures</u>	<u>FY 1998/1999 Actuals</u>	<u>FY 1999/2000 Estimated</u>	<u>FY 2000/2001 Target</u>
Workloads/Outputs:			
Budget Preparation & Training Hours	2,706	2,710	2,710
Special Projects & Research Studies	19	26	26
Advisory Board Staff Hours	177	180	200
Efficiency:			
Research Studies/2 FTE's	10	13	13
Effectiveness:			
Received GFOA Budget Presentation Award	Yes	Yes	Yes
Difference in General Fund Budget Estimates vs. Actuals	0.8 %	0.8 %	0.8 %

	<u>FY 1998/1999 Actual</u>	<u>FY 1999/2000 Orig. Budget</u>	<u>FY 1999/2000 Est. Actual</u>	<u>FY 2000/2001 Adopted</u>
<u>General Fund</u>				
Revenues				
Taxes	\$ 98,519,586	101,986,028	101,704,500	108,056,367
Intergovernmental Revenue	14,686,546	14,197,600	14,928,026	14,880,917
Charges for Services	71,835	63,500	70,900	64,410
Miscellaneous Revenues	10,005,103	10,644,834	11,079,575	10,996,814
<i>Total</i>	<u>\$ 123,283,070</u>	<u>126,891,962</u>	<u>127,783,001</u>	<u>133,998,508</u>
Expenditures				
Salaries & Wages	\$ 1,950,250	2,040,315	2,014,067	2,089,497
Fringe Benefits	588,004	645,767	581,838	622,278
Services/Materials	333,014	404,896	392,734	450,826
Other Operating Expenses	36,304	84,376	88,058	79,149
Capital Outlay	27,510	47,500	58,845	26,500
<i>Total</i>	<u>\$ 2,935,082</u>	<u>3,222,854</u>	<u>3,135,542</u>	<u>3,268,250</u>

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		FY 1998/1999	FY 1999/2000	FY 1999/2000	FY 2000/2001
		Actual	Orig. Budget	Est. Actual	Adopted
			<u>Insurance Fund</u>		
Revenues					
Intergovernmental Revenue	\$	0	5,000	5,000	5,000
Charges for Service		19,609,352	19,425,436	18,227,401	20,573,040
Miscellaneous Revenues		950,783	887,200	1,323,440	887,200
<i>Total</i>	\$	<u>20,560,135</u>	<u>20,317,636</u>	<u>19,555,841</u>	<u>21,465,240</u>
Expenditures					
Salaries & Wages	\$	361,350	371,447	356,841	380,422
Fringe Benefits		240,931	216,461	217,762	220,633
Services/Materials		152,356	349,262	244,507	344,662
Other Operating Expenses		155,713	217,792	233,074	224,045
Capital Outlay		86,181	33,700	6,680	33,700
<i>Total</i>	\$	<u>996,531</u>	<u>1,188,662</u>	<u>1,058,864</u>	<u>1,203,462</u>